

California Child Support Automation System

Project Charter

Rev. August 1, 2002

The mission of the California Child Support Automation System Project is to create for the State of California a uniform, single statewide system for child support that delivers effective and efficient services to all users of the system and customers of the program.



California Child Support Automation System

Project Charter

Prepared in Partnership by—
Department of Child Support Services,
Project Owner
Franchise Tax Board,
Project Agent
Health and Human Services Agency,
Project Sponsor

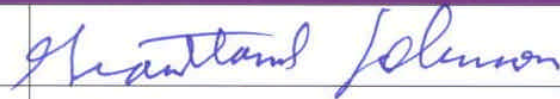
Rev. August 1, 2002

Additional copies of this charter are available from the
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DCN: PROJ-00160-2.0-080102

We the undersigned approve this revision of the California Child Support Automation System (CCSAS) Project Charter, mandated by Chapter 479, Statutes of 1999. We believe that the Charter effectively establishes the State's course for the successful development, procurement, and implementation of CCSAS.

Grantland Johnson, Secretary, California Health and Human Services Agency

Signature



Date

8/19/02

Curtis Child, Director, California Department of Child Support Services

Signature

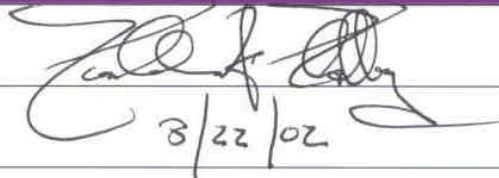


Date

7/26/02

Gerald H. Goldberg, Executive Officer, California Franchise Tax Board

Signature



Date

8/22/02

CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES

P.O. Box 419064, Rancho Cordova, CA 95741-9064



August 1, 2002

To All Interested Parties:

I am pleased to issue the revised California Child Support Automation System (CCSAS) Project Charter. The Department of Child Support Services (DCSS) and the Franchise Tax Board (FTB) have made significant progress in procuring CCSAS and the Project Charter has provided the framework for that progress. However, it is important that the CCSAS Charter reflect the current status of the project and the changing environment in which it is being developed. Accordingly, several amendments have been made to the Charter.

Numerous events and products mentioned in the earlier version of the CCSAS Charter have been completed. Reference to those have been removed or updated to reflect future events. Terminology has been clarified and inconsistencies removed. Roles within the governance section were reviewed and clarified, and a DCSS Project Leader role has been added to ensure that the child support program and the automation which will serve it is fully integrated and program directed. However, the original goals, strategies, and approaches have remained unchanged.

This version of the charter also expands upon transition management. As with many other aspects of the project, transition management is a program-driven set of activities that help transform the vision of the restructured Child Support Program for the State of California into the multitude of actions and results necessary for a successful statewide system. These will include business process re-engineering, technology changes, extensive training of staff, data validation and conversion, and comprehensive communication with interested stakeholders, to name only a few.

The revisions to the CCSAS Charter reflect our commitment to develop and maintain state-of-the-art methods and processes in support of the implementation of CCSAS. As always, I welcome your valued input and participation.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Curtis L. Child'.

CURTIS L. CHILD
Director

DCSS-DR-2002-STA-0105



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For energy saving tips, visit the DCSS website at
www.childsup.cahwnet.gov

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Project Charter Overview

Background

Since 1950, the Federal Government has become increasingly involved with child support enforcement. This involvement intensified in 1975 with amendments to the Social Security Act that created Part D of Title IV (i.e., IV-D) and established the Office of Child Support Enforcement. Additionally, throughout the 1970s and 1980s, there were federal legislative actions to enhance the provisions of Title IV-D. A major legislative initiative was the passage of the Family Support Act of 1988 (FSA 88). The Act emphasized child support as the first line of defense against welfare dependence. It also mandated that each state develop and implement a single statewide automated child support enforcement system by October 1, 1995; this deadline was later extended to October 1, 1997.

In December 1992, the State of California entered into a contract to develop and implement the Statewide Automated Child Support System (SACSS) in 57 California counties (Los Angeles was to remain independent). SACSS was intended to meet the federal mandate to have a child support system, compliant with the FSA 88, operational in California by October 1, 1995. However, the SACSS system implementation was unsuccessful, leading to a November 1997 agreement to terminate the SACSS contract.

In 1996, the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) amended the Social Security Act to increase federal automation requirements by requiring all states to establish and operate a State Disbursement Unit (SDU) and State Case Registry (SCR) by October 1, 1998.

By early 1998, the state, working with the California District Attorneys Association, had developed a plan to create a statewide child support system based on the formation of four to seven consortia. Each consortium would consist of multiple counties operating on one of the existing child support systems, as approved by the state, to meet the FSA 88 requirements. The state would also develop and implement, through a competitive bid process, the SDU and SCR components to meet the PRWORA requirements.

The consortia plan was presented to the legislature in March 1998, and became the basis for the child support budget bill, Assembly Bill 2779 (Ch. 329, Stats. 1998). AB 2779 was passed in August 1998 and required California to implement a consortia-based system that would lead to a federally compliant system by October 2001.

In January 1999, an Implementation Advance Planning Document (IAPD), which identified a four-system consortia approach, was submitted for federal approval by the Administration for Children and Families (ACF). In its review, ACF

informed the state that the proposed consortia-based alternative system configuration submitted for approval did not meet the criteria required by federal law. Responding to ACF's concerns, Governor Davis, members of the Legislature and other involved parties decided to reconsider the mid-1998 decision to proceed with a consortia-based approach.

On September 24, 1999, Governor Davis signed three major child support bills into law (AB 150, Ch. 479, Stats. 1999; AB 196, Ch.478, Stats. 1999; and SB 542, Ch. 480, Stats. 1999). These laws restructured California's child support enforcement program and required the state to implement a single statewide automated child support system. The legislation created the new Department of Child Support Services (DCSS) and transferred Child Support Program responsibility from the California Department of Social Services (CDSS) to DCSS. This legislation also mandated the creation of local child support agencies, and transferred control of the day-to-day local delivery of child support services from county district attorneys to these new local child support agencies. In addition, this legislation transferred responsibility for the statewide automation development project, now referred to as the California Child Support Automation System (CCSAS Project), from California's Health and Human Services Agency Data Center (HHSDC) to the Franchise Tax Board (FTB).

Purpose of Charter

Chapter 479, Statutes of 1999 mandated the creation of a single statewide child support automation system by FTB as the agent for DCSS. The legislation also required DCSS and FTB to develop a Project Charter, approved by FTB's Executive Officer, DCSS's Director, and the Secretary of California's Health and Human Services Agency (CHHS), prior to commencement of procurement activities.

This charter was initially developed through the efforts of the CCSAS Project Executive Steering Committee (including the Director of DCSS, Project Owner; the Executive Officer of FTB, Project Agent; and the Secretary of the Health and Human Services Agency or a designated Agency representative, Executive Sponsor), Project Charter working groups (including representatives from DCSS and FTB), and stakeholders (including representatives from the local child support agencies, child support advocate groups, the Judicial Council, and business and financial organizations). The charter is reviewed and maintained by the CCSAS Project Executive Steering Committee and others as appropriate.

The Project Charter:

- Identifies the primary entities and individuals impacted by implementation of the CCSAS
- States the guiding principles under which the CCSAS Project is initiated, procured, developed, implemented, and maintained

- Defines the strategic Business and Technology Goals of the Child Support Program with respect to statewide system automation, thus setting the initial CCSAS Project scope
- Specifies a process for refining the initial project scope
- Provides a foundation for identifying business improvement opportunities that will then be explored during business and technical analyses
- Defines strategies for preparing, implementing, and monitoring project documents such as the Project Management Plan and the Procurement Plan
- Establishes the process to manage risks associated with the procurement, development, and implementation of the project
- Establishes the governance structure for the oversight, decision making, and guidance for the total CCSAS Project effort
- Provides a foundation for developing an agreement for project planning, spending, contracting, executing, controlling, and reporting during the life of the project.

The CCSAS Project Charter represents an agreement between the Project Owner, the Project Agent, and the Secretary, Health and Human Services Agency at a particular point in the project life cycle and is, therefore, subject to future change. Any significant change in project direction will result in updates to the charter that will be reviewed and approved by the CCSAS Project Executive Steering Committee.

Impact Statement

Implementation of CCSAS will significantly affect a number of entities and individuals. These impacts range in scope from changes in business processes to changes in the manner in which child support monies may be received by a custodial party (CP). Affected entities may also experience changes in staffing, revenue collection, and distribution.

The primary stakeholders and the potential impacts resulting from implementation of CCSAS are outlined below, categorized by the effects on program administration and by the customers of the Child Support Program services who are directly affected:

Program Administration and Interfaces

Department of Child Support Services

- **Program Impacts**
 - **Fund Management** -Aspects of the IV-D Fund Management process will be integrated within CCSAS.
 - **Increased Management Responsibilities** – DCSS must, pursuant to federal requirements, monitor and provide contractual oversight of the SDU and child support system operations.
 - **Reports and Audits** - The business processes used in producing federal and state reports and in supporting audits will change as a result of centralized data collection.
- **Automation Impacts**
 - **Integrated Database, Credit Reporting System and other DCSS Automated Systems** – DCSS currently operates systems that facilitate tax intercepts, report arrearages to external organizations and perform other federally mandated activities. These functions will be incorporated into CCSAS and will require careful coordination and integration during the transition.
 - **PRISM Project** –When the CCSAS has been fully implemented statewide, the consortia systems will be retired. DCSS is responsible for managing these systems pre-CCSAS and for coordinating transition.

Health and Human Services Data Center

- **Network Infrastructure** – HHSDC currently provides the network infrastructure and processing services for over 40 counties. Implementation of CCSAS will change processing and network infrastructure requirements. The magnitude of these changes is unknown at this time.

Local Child Support Agencies (LCSAs)

- **Transition to the Statewide System** – Previous experience with transitioning counties from one automated child support system to another has shown that there are significant personnel and resource impacts. The primary impacts are:
 - **Business Process Changes** – Implementation of CCSAS will significantly alter county business practices. Uniformity of best practices across LCSAs will be facilitated by the implementation of the single, statewide system. This change will require reengineering business processes and procedures consistent with federal and state requirements to maximize the benefits of statewide automation. These changes will also require retraining local personnel and new procedures to ensure the system is used efficiently and effectively.
 - **Local Infrastructure Changes** – LCSAs, working with DCSS and FTB, must ensure that the local information technology infrastructure conforms with CCSAS infrastructure requirements. This may require changes to local infrastructure. The state, in conjunction with LCSAs, must also implement configuration management procedures to ensure local infrastructure changes are coordinated and do not degrade CCSAS performance.
 - **Customer Service Impacts** – Implementation of centralized payment processing and disbursement will create changes in local and statewide customer service business practices in the area of client financial inquiries. The objective will be to minimize the service-level impacts to customers resulting from transition to CCSAS.
 - **Resource Availability** – LCSA personnel must assist with transition management, requirements definition, and data conversion activities; and support and attend training on the CCSAS at the same time they are providing services to their clients using their interim system. The objective will be to minimize the impacts on staffing to prevent reduced service levels.

County Auditor/Controllers

- **Payment Processing** – Many LCSAs rely on the county auditor/controller to process and print child support warrants. Implementation of CCSAS will alter this relationship. All child support payments will be collected and disbursed through the SDU pursuant to federal requirements.

State and Local IV-A Agencies

- **Automated IV-A System Changes** - Through the project's Executive Sponsor, DCSS will partner with the California Department of Social Services (CDSS), IV-A system owners (consortia), and HHSDC to meet the federal interface requirements between the two programs.

- **Reimbursement of CalWorks Funds** - County IV-A agencies currently receive reimbursement for the county share of CalWorks monies expended and received through the IV-D program. This reimbursement is received often via a journal voucher action by the local IV-A agency from the local IV-D agency, since both IV-A and IV-D accounts are controlled by the county. The CalWorks state and federal shares of child support payments are forwarded by the county IV-D agency to DCSS. This reimbursement process will require modification.
- **Reimbursement of Foster Care Program Costs** – Child support collections are also used to reimburse the cost of services provided under the Title IV-E foster care program. Similarly, these monies are distributed to reimburse local, state, and federal shares of foster care program costs. This reimbursement process will require modification.

Courts

- **Standardization** – County courts will be affected by increased standardization of child support activities. For example, all IV-D guideline calculations will be provided by CCSAS instead of the multiple guideline calculation programs currently approved by the Judicial Council. Standardization of forms and form sets will also cause business process changes within county courts.
- **Automation** – To the extent possible, CCSAS will communicate electronically with those local courts that are able to accommodate automated interfaces.

California Department of Justice (DOJ)

- **California Parent Locator Service (CPLS)** – CPLS is currently a primary source of locate data to LCSAs. The exchange of data between various external agencies, such as Federal Parent Locator Service (FPLS), FTB, and the Employment Development Department (EDD), will transition from CPLS to CCSAS. The central point for the electronic exchange of locate requests between California and other out-of-state jurisdictions using the CSENet interface will also transition from CPLS to CCSAS.
- **California Central Registry (CCR)** - The CCR is the repository for interstate child support cases. CCR functionality will be integrated into CCSAS to meet federal certification requirements.

Franchise Tax Board (FTB)

- **Current FTB Programs** - FTB administers the Financial Institutions Data Match (FIDM) program, performs child support collections on arrears, and administers the state tax intercept program. These FTB services will be integrated into CCSAS. FTB may continue to provide

support for collection tasks on behalf of DCSS as part of the statewide program following CCSAS implementation.

Other Governmental Entities

- **Interagency Agreements** – As a result of the centralization of child support functionality within CCSAS, agencies that have current agreements with the Department of Justice, LCSAs, and other entities to provide or receive data, will have to modify these agreements, as appropriate.
- **Interfaces** – Outside agencies that interface with DCSS will be impacted by the need to test new interfaces or interfaces that have been modified.
- **United States Post Office** – Centralization of child support functionality will reduce the number of Address Notification Requests received by the Post Office. Mass mail production from a central location will provide the opportunity to implement efficiencies in mail operations, but will cause significant volume changes in local Post Office operations.
- **Interjurisdictional Entities** – Centralization of California child support functionality and increased data sharing capacity will affect external entity systems, processes, or resources.

Employers

- **Submittal of Income Withholding Order Payments** – Employers currently forward IV-D income withholding order payments directly to FTB and LCSAs. Implementation of the SDU will simplify this process by requiring employers to forward all IV-D child support income withholding order payments and all Non-IV-D income withholding order payments for wage orders established on or after January 1, 1994, to the SDU. This will increase the need for consolidation of payments and the use of electronic fund transfer (EFT), and will decrease the number of CP addresses that must be maintained by the employer.
- **Employer Inquiries and Problem Resolution** - Employers currently contact FTB and/or LCSAs when they have questions or problems with income withholding order submittals. After CCSAS implementation, employers will direct these questions and problems to a single point of contact.

Financial Institutions

- **Automated Submission of Locate Requests** – Implementation of CCSAS will result in an increased level of asset location requests. Financial institutions will need to coordinate formats and processing with the state.
- **Automated Submission of Levies** – Implementation of CCSAS will result in an increased level of liens/levies being submitted to financial institutions. Financial institutions will need to coordinate formats and processing with the state.

- **SDU** – Financial institutions will be required to interact with a centralized payment disbursement function. New procedures for resolving issues will need to be put in place. Direct deposit levels may increase.

Direct Customers

IV-D Case Members

- **Submittal of Payments** – Centralization of the collection of child support monies (via the SDU) will affect how Non-Custodial Parents (NCPs) submit child support monies. Payments currently made to LCSAs will then be made to the SDU.
- **Receipt of Payments** – Centralization of the disbursement of child support monies will affect how CPs receive child support monies. CPs will receive payments from the SDU.
- **Amount of Payments** – Centralization of data will improve the accuracy of how child support monies are allocated among all parties entitled to receive payment from a particular NCP. Accurate allocation of monies may cause some CPs to receive different payment amounts than they have previously received.

Non-IV-D Population

- **Submittal of Payments** – Centralization of the collection of child support monies (via the SDU) will affect how the Non-IV-D population submits child support monies. Payments currently made directly to custodial parties will then be made through the SDU.
- **Receipt of Payments** – Centralization of the disbursement of child support payments will affect how CPs receive child support. CPs who received payments directly from NCP employers will now receive them from the SDU.
- **Amount of Payments** – The improvements in the allocation of child support monies because of centralization of data may cause some CPs to receive different payment amounts than they have previously received due to the consistent application of statewide allocation rules.

Project Guiding Principles

The CCSAS Project Executive Steering Committee established the following guiding principles that are foundational to the approach to be used throughout the planning, development, implementation, and maintenance of CCSAS. These guiding principles are not listed in any order of priority.

- The initial charter serves as the foundation for the CCSAS Project from which the initial project scope was defined; this and future charter revisions will similarly govern project scope.
- The Business and Technology Goals listed within this Project Charter directly support the automation and program vision as it exists today.
- The overall statewide project can be logically divided into manageable sub-projects, and these sub-projects can be coordinated, developed, and implemented such that impacts to the business are mitigated.
- DCSS program development and CCSAS Project business analysis will identify new business requirements.
- The CCSAS Project will develop processes to manage the impact of program changes to scope.
- Business and management requirements developed by the project are consistent with federal and state requirements and represent the minimum scope of the project, as reflected in the SCP released in September 2001 and in any subsequent addendums.
- The operation and maintenance of the new system will be the responsibility of the Business Partner commencing with the first release into production through two years following full system implementation. Responsibility for operations and maintenance is currently planned to transition to FTB at the end of this two-year period; however, this determination will be re-assessed and finalized by the CCSAS Project Executive Steering Committee as the project progresses.
- The federal automation penalties will not drive decision making that compromises the quality or success of the project.
- Adequate program and technical resources from DCSS and the LCSAs will be available for the project as needed.
- The state's performance-based procurement process does not conflict with federal procurement regulations.
- There will be qualified businesses willing to partner with the Project Agent to design, develop, implement, and maintain the new system.
- Valid performance measures can be developed based on business problems and measurable data, and can be tied to Business Partner compensation.
- The CCSAS Project will include participation from LCSAs, advocates, and other identified stakeholders.

Project Scope

To ensure proper alignment of the CCSAS Project with the Child Support Program, the CCSAS Project Executive Steering Committee, CCSAS Project staff, and stakeholders identified and prioritized, through the initial charter development process, specific Business and Technology Goals. These Business and Technology Goals remain the same and define the scope of the statewide system automation effort with respect to system capabilities and system transition and management activities. The CCSAS Project documented the scope of system capabilities in the business requirements and the scope of transition and management activities in the management requirements, as reflected in the SCP.

The SCP articulated the Business and Technology Goals as Business Problems. The Project Owner identified five Business Problems that reflect the business needs of California's Child Support Program. These Business Problems must be solved by the CCSAS and are directly tied to Business Partner compensation.¹ The Business Problems are listed below in priority order:

- BP-1 The state is not in compliance with the automated system requirements of the Family Support Act of 1988 (FSA 88) and the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWORA).
- BP-2 Worker effectiveness and accountability are constrained by the lack of timely, adequate, and accurate data; the lack of uniformity; and limited system functionality and automation.
- BP-3 Customer service is constrained by the lack of timely, adequate, accurate, and accessible data; clear and understandable communication of information; lack of uniformity; and limited system functionality and automation.
- BP-4 System maintainability is constrained by disparate systems, inadequate documentation, the lack of open system architecture, and business changes.
- BP-5 Implementation of the new system is constrained by disparate systems, complex business rules, number of locations, and changes in the way of doing business.

Additionally, Chapter 479, Statutes of 1999, by mandating specific project activities, further defined the scope of management activities. Investing in project planning activities, such as business requirement definition and the identification of roles and responsibilities, leads to a refinement of system capabilities and

¹ Ch. 479, Stats. 1999 states that the project shall specify "outcomes to be achieved, not the solution to be provided" and shall "Base payments to the vendors primarily on achieving predefined performance measures." The Business Problems listed are integral in meeting these mandates.

transition and management of scope that culminates with signed contracts with selected Business Partners. The factors that influence scope refinement are:

- Project Owner acceptance and approval of planning deliverables
- The outcome of DCSS policy development and the resolution of potential conflicts with current federal and state mandates
- The availability of project and program resources to complete activities and resolve issues
- Business Partner understanding and acceptance of the performance-based procurement model
- The timely resolution of issues
- The Business Partner proposed system life cycle costs.

Influences on project scope will be managed through frequent communication with the Project Owner, DCSS staff involvement in planning activities, forecasted and revised resource estimates, documented processes and methodologies, such as a defined issue resolution process, and early communication of the intent to use a performance-based procurement.

Figure 1 Hierarchical View of CCSAS Requirement depicts the hierarchical relationship of the business problems to CCSAS Project Business and Management Requirements. Business Problems are the desired strategic outcomes, expressed as problem statements, that, when resolved in a measurable way, define the CCSAS Project's success. The Business Goal Sets and Business and Technology Goals developed by the Project Owner and stakeholders provide specific direction on how to interpret the Project Owner's vision. The Automated System Objectives, Conceptual Architecture, and Conceptual Data Model, together with the ongoing DCSS program re-structuring initiatives, represent the initial re-engineering of business processes. The result of this initial re-engineering is the baseline and minimum scope of Business and Management Requirements contained within the Solicitation for Conceptual Proposal.

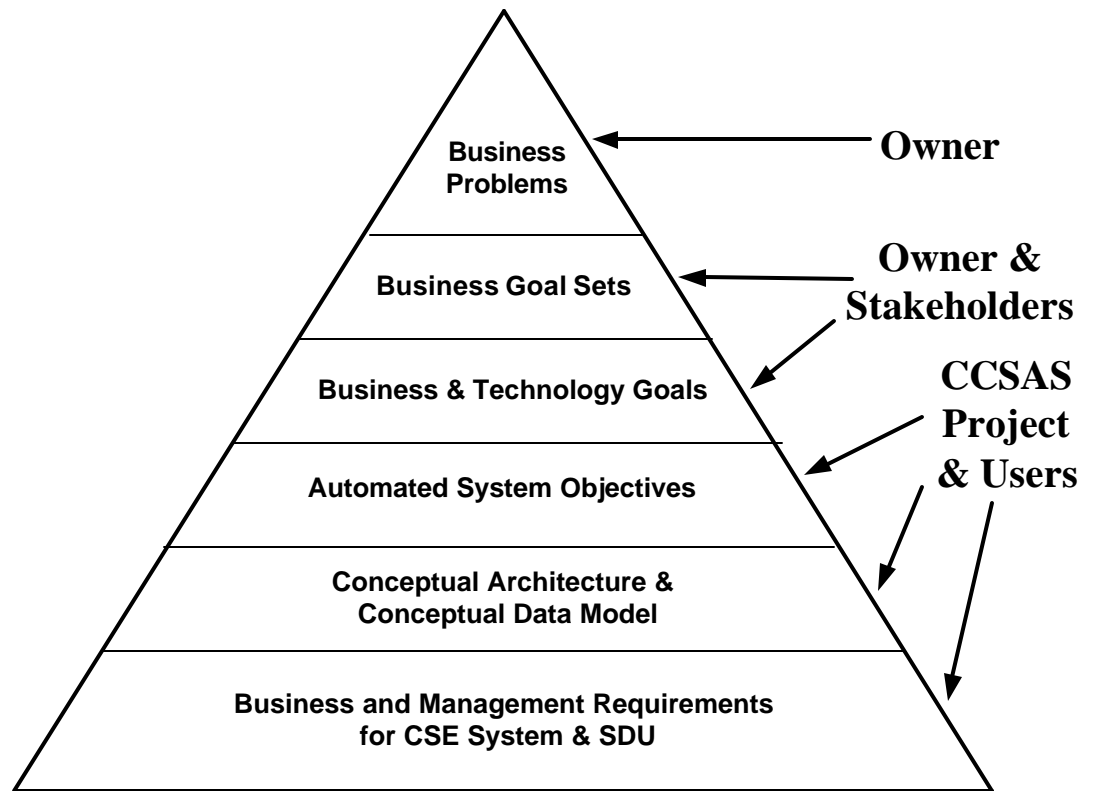


Figure 1 Hierarchical View of CCSAS Requirements Scope

Scope Refinement: System Capabilities

The CCSAS Project will refine the scope of system capabilities through an iterative process. This process includes at least three planned decision points for determining whether or not a given capability is within scope, as defined by the Business and Technology Goals. These Project Owner decision points are:

- (1) just prior to the start of the business analysis
- (2) just prior to the release of the Solicitation for Conceptual Proposal (SCP)
- (3) just prior to contract award.

Necessary system capabilities have been documented as business requirements, and all changes to business requirements will be managed and controlled through a documented change control process. A business requirement defines a business need expressed in terms of functional and technical capabilities of the statewide system. The Project Owner is the final approval authority for determining whether or not a given capability is within the project scope. The following decision points represent milestones for seeking Project Owner approval on scope refinement. The activities reflected in Decision Points 1 and 2 have been

completed, resulting in the incorporation of baselined business requirements in the September 2001 release of the SCP.

Decision Point 1: The Project Owner, with recommendations from the CCSAS Project, prioritized each potential system capability and decided which of the business improvement capabilities required further study during business analysis.²

To develop its recommendations, the CCSAS Project examined each Goal to identify Automated System Objectives (ASOs) that described the desired capabilities of the statewide system. The CCSAS Project then compared ASOs to federal and state policy, regulations, and statute to identify mandated capabilities and opportunities for business improvement and issues that must be resolved to implement the capability. The results of this analysis served as the basis of the recommendations delivered to the Project Owner.

Decision Point 2: The Project Owner approved the incorporation of specific capabilities into the business requirements initial baseline released with the SCP. The business requirements baseline includes both functional and technical capabilities. The business requirements initial baseline at the time of SCP release represents the minimum scope of system capabilities.

Refinement of system capabilities scope continued during business analysis with the user community and business-driven technology planning efforts. During the business analysis, the CCSAS Project identified additional business rules, types of users, existing technological capabilities and conflicts with best practices, policy, regulation and statute, and current organizational responsibilities. Business-driven technology planning efforts exposed relationships between system functions and data and identified design constraints on the system solution. The business analysis and technology planning efforts resulted in the identification of new, or changes to, potential system capabilities. Each potential new capability was mapped against the Business and Technology Goals to verify that the capability was within scope and subjected to the change control process. The CCSAS Project also considered each capability in terms of feasibility with respect to cost, schedule, and technical viability. The CCSAS Project established a business requirements initial baseline that incorporated the approved changes.

Decision Point 3: The executed contract establishes the third planned Project Owner decision point for refining the scope of system capabilities. The CCSAS Project will continue to refine business requirements after release of the SCP. The Project Owner will approve changes to the business requirements in accordance with established change control procedures. The CCSAS Project will establish a final baseline of business requirements at the contract award milestone; this baseline will be incorporated into the contract as a Rider. All

² By definition, mandatory capabilities must be studied during business analysis.

subsequent changes to business requirements will be managed as changes to the contract in accordance with established approval thresholds.

Scope Refinement: Management Requirements

Refining the scope of management requirements will also be conducted through an iterative process that includes at least two planned Project Owner decision points. Management requirements define the work that must be performed by the Business Partner, constraints on how the work is performed, and the physical products to be delivered, including those pertaining to transition. The planned decision points are:

- (1) just prior to the release of the SCP
- (2) just prior to contract award.

Decision Point 1: The Project Owner approved the refined scope of management requirements based upon recommendations from the CCSAS Project, which have been reflected in the SCP.

The CCSAS Project provided recommendations to the Project Owner regarding the roles and responsibilities of each organizational entity with respect to system development, transition, and project management activities. Roles and responsibilities were initially defined in the Interagency Agreement (IA) and are further defined in specific planning documents, such as the Procurement Plan and the Transition Management Plan. The roles and responsibilities are consistent with the scope of the project as defined by the Business Goals. Further, the project determined which of the in-scope management activities are state responsibilities and which are Business Partner required services and deliverables.

Determining and further defining the roles and responsibilities of each organizational entity and the CCSAS Business Partner occurred through various project management planning activities. For example, transition management planning led to establishing the initial direction and baseline of transition activities. Transition management identified the scope of transition activities within the context of Child Support Program restructuring and illuminating opportunities for leveraging transition activities in support of immediate business benefits. Initial transition activities range from those that are more technical and system focused, such as conversion, to those that immediately and directly interface with current business restructuring efforts, such as public outreach. Transition management planning resulted in carefully defining each transition element and appropriately assigning roles and responsibilities to the Project Agent, Project Owner, and/or Business Partner.

The CCSAS Project examined aspects of the business within the scope of the Business and Technology Goals, and assigned responsibility for specific transition activities and the development of supporting management processes and

methodologies. Issues raised during business analysis and the execution of management processes, such as risk assessment, resulted in a better understanding of the depth and breadth of management activities and the development of specific transition management requirements. Overall, the project determined which of the in-scope management activities are state responsibilities and which are Business Partner required services and deliverables. State responsibilities and Business Partner required services and deliverable are communicated in the SCP.

The result of this refinement is a declaration of project scope that facilitates the estimation of resource needs and cost/schedule. This refined management scope, including the system capabilities scope, is conveyed to Qualified Business Partners in the SCP and forms the basis for them to develop their proposed solutions.

Decision Point 2: During contract negotiations, the CCSAS Project and the selected Business Partner will refine the scope of management requirements, in terms of the contract, consistent with the Business Partner's final proposal. Analysis will focus on the resolution of perceived gaps between what is important to the state and what was proposed by the Business Partner. The final negotiated contract will establish the final scope of transition and management activities as well as the responsibilities. All future changes to Management Requirements are managed as changes to the contract. The deliverable for Decision Point 2 will be the executed contract.

Business Goals

The CCSAS Project must deliver a single statewide automated system that meets federal certification requirements as well as the state's CSP business needs. The Business Goals reflected in this document represent this vision.

The Business Goals are organized around common themes into the Goal Sets listed below. While only the Business Goal Sets are discussed in the body of the charter, the complete text of the Business Goals is provided as an exhibit. The number assigned to each Business Goal Set indicates the set's priority relative to meeting the state's business needs. The fundamental priority for the project remains federal certification.

GOAL SET 1.0 Increase Performance, Accuracy, and Timeliness *Beneficiaries: State and Local Child Support Program and its Customers*

The primary purpose of this Goal Set is to maximize the performance and timeliness of the CSP as administered by both DCSS and LCSAs. This Goal Set seeks to improve the program so that it meets or exceeds both federal performance incentive criteria and federal case processing timeliness

requirements. It also seeks to meet or exceed those program service delivery requirements established by the State of California.

GOAL SET 2.0 Improve Service Provided to Case Members

Beneficiaries: Case Members

The primary purpose of this Goal Set is to improve the service to Case Members (i.e., Custodial Parties and Non-Custodial Parents who have IV-D cases) by increasing their knowledge of and access to CSP business processes. This Goal Set seeks to improve Case Member access to case information; the case intake process; the delivery and usefulness of CSP documents; Case Member complaint and problem resolution; the processing, receipt, and disbursement of support payments; relationships among Case Members; and, the education of Case Members regarding the services available to them.

GOAL SET 3.0 Increase Caseworker Efficiency & Effectiveness

Beneficiaries: Caseworkers and Case Members

The primary purpose of this Goal Set is to improve the business processes administered by local Caseworkers to better serve Case Members. This Goal Set seeks to provide Caseworkers with the tools, knowledge, information, and forms necessary to perform their jobs effectively and efficiently, thus reducing time and costs associated with providing service to Case Members.

GOAL SET 4.0 Improve Data Quality, Privacy, and Confidentiality

Beneficiaries: Case Members and General Public

The primary purpose of this Goal Set is to improve the overall quality of data maintained within the CSP, as well as safeguarding the individual's privacy and confidentiality. This Goal Set seeks to provide adequate safeguards against unauthorized access to or disclosure of data, provide for efficient and effective correction of inaccurate or incomplete data, and minimize the capture and retention of data not required for CSP business.

GOAL SET 5.0 Enable Data-Driven Decision Making and Performance Measurement

Beneficiaries: State and Local Child Support Program

The primary purpose of this Goal Set is to ensure that the CSP decision makers have all necessary statistical, financial, and program management information available to effectively and efficiently administer the program. This Goal Set seeks to provide information responsive to authorized requests for both standardized and on demand reports for purposes of evaluating program opportunities and ongoing performance.

GOAL SET 6.0 Improve Employer Relationships

Beneficiaries: Employers

The primary purpose of this Goal Set is to minimize the burden placed on Employers to meet their responsibilities to provide payments and employee information. This Goal Set seeks to provide Employers with easy and convenient processes to meet their payment and reporting responsibilities, provide Employers with necessary information and instructions, minimize duplicative employer reporting, and facilitate the resolution of problems encountered by Employers.

GOAL SET 7.0 Improve Financial Institution Relationships

Beneficiaries: Banks, Credit Unions, Other Financial Institutions

The primary purpose of this Goal Set is to improve relationships with financial institutions related to locating and securing assets of Non-Custodial Parents and expedite payments to Custodial Parties. This Goal Set seeks to maximize the ability of Financial Institutions associated with asset location and compliance with liens and levies, provide effective and efficient processes for the administration of the State Disbursement Unit, and provide timely and accurate communication of program changes to Financial Institutions.

**GOAL SET 8.0 Ease Impact of Centralized Collection and Distributions
on Non IV-D Population**

Beneficiaries: Non IV-D Payers and Payees

The primary purpose of this Goal Set is to mitigate the impact on Non IV-D Non-Custodial Parents, and Custodial Parties (i.e., those individuals whose orders are not enforced by the CSP) of the requirement that income withholding orders must be allocated, distributed, and disbursed through the CSP. This Goal Set seeks to establish efficient payment processes to expedite payment to Custodial Parties, provide necessary payment information to both payers and payees, and facilitate the resolution of problems and complaints.

**GOAL SET 9.0 Improve Centralized CSP Operations Effectiveness and
Efficiency**

Beneficiaries: State Child Support Program & Case Members

The primary purpose of this Goal Set is to improve the business processes administered by state CSP staff to support LCSAs and to better serve Case Members. This Goal Set seeks to provide CSP staff with the necessary tools, knowledge, information, and forms to support statewide best practices and local operations and to increase disbursement to families.

GOAL SET 10.0 Improve Third Party Interactions

*Beneficiaries: Local Child Support Program, IRS, EDD, FTB & Other Third
Parties*

The primary purpose of this Goal Set is to improve the interfaces, data exchanges, and communication between the CSP and various Third Parties who are responsible for providing Case Member information and financial data. This Goal Set seeks to minimize duplication of data, maximize the accuracy and timeliness of data, and ensure processes for effective Third Party complaint resolution and payment processing.

GOAL SET 11.0 Improve Interjurisdictional Case Processing Effectiveness and Efficiency

Beneficiaries: Other States, U.S. Possessions, Foreign Governments, Tribal Councils, Case Members

The primary purpose of this Goal Set is to improve those business processes administered by the CSP with other jurisdictions (i.e., those separate entities with their own authority and power) through a variety of actions including agreements and Administrative Enforcement Interstate requests. This Goal Set seeks to facilitate interjurisdictional payment processing, maximize the ability to exchange Case Member information, initiate and process cases, and process requests for CSP services.

GOAL SET 12.0 Improve CSP Interactions with Courts/Judicial Council

Beneficiaries: Judicial Council, Judges, Commissioners, Family Law Facilitators, Court Clerks, County Recorders, Bar Association

The primary purpose of this Goal Set is to improve those CSP processes that require interactions with the Courts and Judicial Council. This Goal Set seeks to improve the processes for filing legal documents and scheduling court actions, maximize the exchange of information between CSP and the Courts, and facilitate consistent case processing statewide through outreach and education with the Courts and the use of standardized Judicial Council forms.

GOAL SET 13.0 Meet Federal Requirements

Beneficiaries: State and Local CSP & Administration for Children and Families

The primary purpose of this Goal Set is to ensure that the CSP meets both the federal requirements for a Statewide Automated System and the State Disbursement Unit. This Goal Set also seeks to ensure that other CSP operations, which may be subject to audit, are compliant with federal standards.

Technology Goals

The Technology Goals recognize that a successful statewide system solution not only meets requirements, but also provides best value to the business, ensures effective transition while minimizing disruption to existing services, and is accepted by the user. The Technology Goals listed below guide the development of Business Requirements, the planning of transition activities, and the development of project and technical management processes. Solicitation documents provide the foundation for satisfying these Technology Goals. Management processes guide the implementation of these Technology Goals during system development, transition, implementation, maintenance, and operations activities.

TG-1: Maximize the ease of system maintenance and enhancement through the use of open architecture and standards

Architectural best practices, defined in the solicitation documents, provide a basis for selecting a solution that employs open architecture and is maintainable. Solution-specific architectural best practices govern system development and integration activities and provide a basis for acceptance of contract deliverables.

TG-2: Maximize the cost effectiveness of the automated system

Solicitation requirements instruct the Qualified Business Partner to express solution costs consistent with Feasibility Study needs, providing the information necessary to compare the costs and benefits of alternatives. Evaluation criteria focus on the best value and not necessarily the lowest cost solution. Solution costs are evaluated in terms of overall system life cycle costs as well as the one-time costs of developing and implementing the system. Scope management processes provide the ability to control changes to the contract. Scope change approval is based on impact analyses that include cost and schedule impacts.

TG-3: Maximize quality results in a reasonable timeframe

Quality results are delivered through the documented interaction of project functions and program activities, the use of project and technical management processes, and the assessment of performance through pre-defined criteria. The CCSAS Project is developing and implementing a framework that integrates project management and administration, system architecture, engineering, development, transition, and implementation functions with DCSS program management activities and restructuring initiatives. The framework will represent a comprehensive, consistent view of project functions and their relationship to the Child Support Program so that Technology Goals are achieved consistent with the

program vision. Project and technical management processes, developed from this framework, implement the project functions and provide a means to assess quality against pre-defined criteria. Project performance metrics such as cost and schedule variance provide status information to decision-makers so that proactive corrective actions can be taken. Technical performance metrics such as the number of problems reported in production provide an indication of overall system quality.

TG-4: Manage change to business areas and mitigate implementation risks

Change to business areas is managed, and implementation risks mitigated, through user and stakeholder involvement in project activities. DCSS and the CCSAS Project analyzed current business processes and services by conducting work groups with LCSAs and other program stakeholders. Project staff used the information from these work groups to create the initial baseline of Business Requirements that was approved by DCSS and included with the release of the solicitation document. After contract award, users and stakeholders will be involved in requirement analysis, design, and testing activities. User and stakeholder involvement will identify potential changes to business processes, facilitate user acceptance of the system, and assist in validating that the CCSAS meets the business needs of the program.

TG-5: Minimize the adverse impact of project development on existing operations over the course of the project

DCSS and the CCSAS Project are conducting collaborative planning activities to orchestrate, coordinate, and leverage DCSS program re-structuring initiatives with project activities. The objective of these planning activities is to develop transition strategies that minimize impacts on users, stakeholders, and operations. Additionally, solicitation requirements instruct the Qualified Business Partners to present their approach for transitioning users and functions to the statewide system while minimizing impacts to existing operations. The selected approach and statements of work for specific transition services will be included in the Business Partner contract. Mechanisms for monitoring contract performance, DCSS involvement in system development and implementation activities, and project staff dedicated to helping DCSS manage the impact of change on users will identify potential adverse impacts. The project and program will develop effective methods for assessing and minimizing these potential impacts through communication, involvement, and collaboration on transition strategies and plans.

Project Strategies and Approach

Project Strategies

The CCSAS Project Strategies describe how the Business and Technology Goals will be met and include the mandates of Chapter 479, Statutes of 1999, as well as lessons learned from past child support automation efforts. The strategies listed below are not prioritized but are numbered to facilitate traceability to other project documents.

- PS-1 Ensure an implementation that phases in system capabilities in manageable releases that provide business value and are technically viable.
- PS-2 Select the solution based on business value, not necessarily lowest cost.
- PS-3 Qualify Business Partners based on past performance on similar contracts.
- PS-4 Establish structured, proven system development and implementation methods, processes, and standards.
- PS-5 Establish mechanisms for traceability among Business and Technology Goals, Business Problems, requirements, design components, and testing documentation.
- PS-6 Establish control gates for deliverable acceptance.
- PS-7 Employ proof-of-concept and prototyping techniques where feasible and appropriate.
- PS-8 Provide for open competition and shared risk with the Business Partner.
- PS-9 Compensate the Business Partner based on achieving predefined performance measures.
- PS-10 Establish structured, proven project management policies, standards, and procedures for the project and the Business Partner.

These strategies guide the selection of processes to be followed during the project, the definition of deliverables resulting from the selected processes, the identification of key decision points, the selection of software tools required to support the project's processes, and the creation of supporting materials for project control and coordination. These strategies also guide the development of the system technical requirements and architectural standards such as maintainability, scalability, portability, interoperability, and adaptability.

Project Approach

Project Planning and Management

Project Initiation

CCSAS Project planning began with the examination of DCSS program needs. The Business Goals documented in the Project Charter represent these DCSS program needs and established the project direction. The Project Charter confirmed alignment within DCSS, stakeholders, and FTB as to the intent and nature of the project and is used as the basis for project planning.

Project Management Office (PMO)

Under the direction of the Project Director, the PMO ensures that there are uniform project management policies, practices, standards, and processes for risk and issue management, and project management tools (e.g., configuration management, project plans, reporting) for all phases of the CCSAS Project life cycle. The PMO also assists the project in identifying industry best practices, standards, and policies for project management related to managing the system development and implementation efforts of the Business Partner. The PMO is staffed with state civil service personnel and contract consultants who are recognized experts in the field of project management.

Quality Assurance (QA)

Under the direction of the Project Leader, the QA team uses uniform policies, practices, and standards to develop the CCSAS Project Quality Management program. The QA team has developed an integrated Quality Management Plan for the CCSAS Project that addresses both internal project quality and Business Partner product quality. The QA team also assists the project in identifying standards and procedures that are required of the Business Partner. The QA team is staffed with contract consultants who are recognized experts in the field of quality assurance as it is applied to project management, and will be augmented by project staff as necessary to assess Business Partner product quality.

Project Risk Management

CCSAS risk management is developed in accordance with industry best practices. Risk management includes risk identification, risk assessment, response planning (mitigation), risk documentation, and incorporating lessons learned. Risks are assigned risk owners, responsible for conducting risk analysis and risk response planning. Risk response planning includes developing options and determining actions to enhance opportunities and/or reduce threats to the project. Risk response strategies include risk mitigation, avoidance, transference and acceptance. Contingencies are developed, when appropriate, to reduce the consequences of risks should they occur and to establish reserves, including time, money, or resources to account for known risks. Project risks are monitored and communicated to provide project visibility.

Project Teaming Approach

DCSS and FTB management use an integrated teaming approach involving DCSS and FTB staff, which has been extended to include participation of the stakeholders, such as Local Child Support Agencies, as necessary and appropriate. This integrated teaming approach provides the skills, expertise, and representation needed to complete the life cycle activities described within this Project Approach section. The project has and will continue to define specific roles and responsibilities of team members within the applicable plans, processes, and procedures. DCSS and FTB management use a collaborative approach to define the shared vision and governance structure of the integrated team. DCSS and FTB management work together to determine the specific tasks and staff representation needed to accomplish the Project Approach life cycle activities.

Requirements Engineering

The CCSAS Project uses a structured, repeatable process to define and manage business requirements. This process ensures the traceability of business requirements, both functional and technical capabilities, to the Business and Technology Goals and the Business Problems.

Business Analysis

CCSAS Project staff, with significant involvement of selected DCSS and LCSA staff, used a structured analysis modeling technique to analyze existing business processes in order to identify business requirements. Best practices and strategic planning initiatives developed by DCSS have been integrated into the business process models to reflect business improvement needs in the CCSAS business requirements. The business analysis helped determine the organization of system components by identifying relationships between business functions and data. The CCSAS Project Chief Architect has developed a conceptual data model consistent with business goals and requirements. The conceptual data model is used to enhance the understanding of key business data definitions.

In order to manage scope, the business requirements have been mapped to Business and Technology Goals and to business problems. Business requirements have also been mapped to state and federal policies, regulations, and statutes.

Requirements Definition Tools and Techniques

In coordination with the Project Management Plan, the CCSAS Project has developed a Requirements Definition and Management Plan that documents the business analysis approach and requirements management processes (i.e., the requirements change control process). The requirements management process controls changes to business requirements by ensuring that only authorized changes are made, fully tested, approved, and migrated in a controlled manner, and that an audit trail of all changes is maintained.

Business requirements are maintained in a database that provides upward traceability to business problems and Business and Technology Goals and downward traceability to Business Partner derived system/software requirements, system/software design components, and testing documentation. The CCSAS Project has also prepared a Business Requirements Document (BRD) to provide context for the business requirements. The BRD maps business requirements to the business process models and technology information developed as a part of the business analysis.

Technology Planning

Technology planning has been used to develop the project's fundamental architectural vision and to determine the risks and opportunities of a phased implementation of CCSAS capabilities. Key components of the technology planning process determined:

- How the system could be logically divided into manageable sub-projects
- How to organize applications and data to implement business requirements and/or identified business constraints
- How to use appropriate technologies to implement business requirements, identified business constraints, or industry best practices
- What design and architectural principles to use to support business requirements, business constraints, and industry best practices.

This technology planning resulted in the articulation of specific automation requirements, including design, system performance, and operating environment requirements, and the identification of architectural principles and standards. It also enhanced the project management and transition plans by suggesting system implementation approaches and contract deliverable requirements. The CCSAS Project Chief Architect documented the technology planning efforts in a conceptual architecture that is consistent with the Business and Technology Goals and business requirements. This conceptual architecture has been used to develop technical requirements, enhance the understanding of business needs and the scope of procurement, and facilitate development of Qualified Business Partner proposals.

System Procurement

The CCSAS Project is using a performance-based procurement model, a form of alternative procurement, referenced in Chapter 479, Statutes of 1999, that has been successfully implemented by FTB in previous high-risk complex projects. The performance-based procurement model focuses on procuring strategic

business solutions based not on lowest cost, but on the value delivered to the owner of the system. It creates a strategic partnership with the Business Partner that results in shared project risk and compensation based upon measured performance and realized value.

Procurement Strategy

The CCSAS is being procured in two phases: a Child Support Enforcement (CSE) System and a State Disbursement Unit (SDU). The CSE System is being procured as a development contract, while the SDU will be procured as a service contract. As envisioned for the CCSAS Project, system procurement requires the completion of the following activities, some of which have been tailored to the specific procurement:

- Development of Performance Measures for Business Partner Compensation
- Development of Acceptance Criteria
- Business Partner Qualification
- Non-confidential Discussions with Qualified Partners
- Development of the Solicitation for Conceptual Proposal
- Confidential Discussions with Qualified Partners and Proposal Refinement
- Proposal Evaluation and Selection
- Procurement and Contracting

Business Partner Compensation Performance Measures

A key element of performance-based procurement is that Business Partner compensation is based on realized value. Performance measures are the method for assessing value, and business problems are the starting point for developing performance measures. Business problems, defined by the Project Owner, established the project vision that is further detailed in the Business and Technology Goals and project management policies. From these business problems, contract-specific performance measures will be developed. As part of the SCP development, the CCSAS Project identified initial performance measures within the context of an example compensation model. Qualified Business Partners will have an opportunity to present a compensation proposal that includes performance measures. The compensation proposal will be refined during confidential discussions with the Qualified Business Partners and will be finalized in the executed contract.

The CCSAS Project is considering the following performance categories in identifying performance measures for the CSE System contract:

1. **Program Performance:** A measure of the business value provided to the IV-D program, derived from Business and Technology Goals and correlated to IV-D program measures.

2. **System Performance:** A measure of the technical merit of specified system capabilities derived from service level and technical requirements and tracked when certain deliverables are deployed into the production environment.
3. **Management Performance:** A measure that anticipates project success by assessing how well the Business Partner is conducting system development activities derived from product-oriented project management principles/practices, application of technical methods, technical architecture, application of design principles, and measures of software quality.

The performance measure categories may be tailored for the SDU service contract procurement. For example, tailoring may account for service-level agreements related to transaction-based compensation.

Acceptance Criteria

Acceptance criteria specify the conditions under which the Project Owner will accept the delivered product. Acceptance of deliverables triggers technical reviews that act as “control gates” for deciding whether or not to pass into the next phase of system development. The CCSAS Project will define and document specific acceptance criteria for each deliverable, as appropriate, to promote a clear understanding of state expectations with respect to product quality. Acceptance criteria will be developed for specification and design documents, formal technical reviews, such as requirement and design reviews, and incremental “software builds” (i.e., progressive cycles of development).

Business Partner Qualification

Contractors are qualified as potential Business Partners based on an evaluation of past performance on similar contracts, financial responsibility, and customer satisfaction. The CCSAS Project uses the project strategies listed at the beginning of Project Strategies and Approach section to develop qualification criteria.

Non-Confidential Discussions with Qualified Partners

The performance-based procurement methodology allows for a period of information exchange between the Qualified Business Partners and the state to set expectations, achieve buy-in, and receive feedback on elements of the procurement approach, such as proposal instructions, evaluation criteria or the compensation model, and the impact of program restructuring efforts on business requirements.

Solicitation for Conceptual Proposal (SCP)

The SCP describes the business requirements of the system being procured and establishes the state’s expectations for how the project will be planned, executed,

and managed. The SCP defines the format and content of proposals; proposal evaluation areas; required project management and system development standards and procedures; contract deliverables regarding project management, system development, testing, transition, and maintenance and operations; and performance measures and compensation schedule.

Confidential Discussions with Qualified Business Partners and Proposal Refinement

Confidential discussions with Qualified Business Partners provide an opportunity to discuss their specific draft proposals and provide information on solicitation requirements. These discussions provide insight into the Qualified Business Partners' solution and opportunities for the refinement of system capabilities in terms of technology innovation and operating characteristics.

Proposal Evaluation and Selection

The state will evaluate and determine which Qualified Business Partner is most likely to meet the state's expectations based on defined proposal evaluation criteria. SCP evaluation criteria will consider the Qualified Business Partners' project management and technical management approach, the technical feasibility, the quantitative and qualitative benefits, and the total system cost of the proposed solution. Detailed criteria and a scoring methodology will be used to evaluate and score proposals, including an evaluation of business value provided by the solution.

Procurement and Contracting

System development, project management, and implementation services will be procured through SCPs. The executed contract will include terms and conditions and riders that will specifically address such items as the development and implementation milestones, required deliverables, acceptance criteria, performance measures, and compensation schedule.

Development and Testing

The CCSAS Project has identified those elements of a system development and testing methodology that must be integrated into the Business Partner's overall methodology. These elements include traceability between requirements and hardware/software components; recording of design decisions; required system deliverables, including documentation; identification and use of software quality metrics; required testing methodologies; configuration management of the development and production environments; release management and change control processes; and adoption of a system life cycle model that supports phased implementation. The required elements of the system development and testing methodology are described in the SCP, and required elements of the methodology will be levied as contractual requirements.

Transition

Transition management planning is a key component in successfully developing and implementing CCSAS, a component that immediately and directly affects current child support business operations. The dynamic nature of the CSP and the scope of the CCSAS Project require careful planning and coordination to ease the impact of change on people, processes, and technology. The Transition Management Plan (TMP) provides insight into the Project Owner's vision and restructuring activities, as well as set expectations for CCSAS transition activities.

The CCSAS Project TMP identifies program and project transition elements, transition opportunities and strategies, and roles and responsibilities. Initial elements include, among others, training, communication and outreach, and data conversion. To ensure an effective transition to and acceptance of CCSAS, the Project Owner and Project Agent:

- Plan and coordinate the system transition activities with the DCSS program restructuring efforts
- Facilitate the design of an automated system that fits cohesively into the user environment
- Use representatives from the business operations as subject area experts when defining business policies and rules
- Involve end-users of the automated system during the design process
- Minimize potential adverse impacts of time commitments on these subject area experts and end-users
- Provide effective and timely training for all users of the automated system
- Encourage the use of currently implemented and planned technologies where appropriate
- Take advantage of program restructuring activities that have applicability to project transition activities.

Maintenance and Enhancement

Maintenance and Enhancement refers to the ongoing daily operation of the system and the final processes that will be used to rectify internal processing errors, enhance or extend system functionality, repair design, or modify the system because of changes in business needs.

The operation and maintenance of the new system will be the responsibility of the Business Partner commencing with the first release into production through two years following full system implementation. Responsibility for operations and maintenance is currently planned to transition to FTB at the end of this two-year period; however, this determination will be re-assessed and finalized by the CCSAS Project Executive Steering Committee as the project progresses. Options

to be considered may include outsourcing the operations and maintenance activities to the Business Partner. State staff will participate in the operations and maintenance activities performed by the Business Partner to enable knowledge transfer from the Business Partner staff to state staff. The Business Partner will deliver a Software Transition Plan, which will describe the approach and activities to transfer the maintenance and operations functions to the state.

Project Governance

Roles and Responsibilities

This section of the charter clarifies the CHHS/DCSS/FTB relationship and addresses the governance structure that will be put in place to make this project a success throughout procurement, development, implementation, and maintenance. The governance structure reflected in this document is the overarching model and not meant to define the all inclusive roles and responsibilities for all project components. The extension of this governance model and related roles and responsibilities will be incorporated into relevant project planning documents.

The partnerships established among the organizations involved in this governance structure will help shape the future of California's Child Support Program and the supporting CCSAS. The roles and responsibilities will be carried out in a team environment to facilitate communication that must take place to ensure the business needs of the program are effectively met throughout the project's life cycle. Cross-functional teams will be defined that will work interactively in establishing the requirements, objectives, and plans that will become the basis for all CCSAS Project activities. A communication plan will be developed that defines the strategies and approaches for effective communication throughout the life of the project.

Executive Sponsor

The Secretary of the California Health and Human Services Agency is responsible for promoting the Child Support Program's success and is the Executive Sponsor for the CCSAS Project. The Secretary's vision is that all Californians – especially those at most risk or in need – are provided opportunities to enjoy a high quality of life. For many children and families in California, financial security depends on parents providing regular payment of child support. When parents fail to meet their obligations to pay court-ordered child support, the state has the responsibility to enforce these obligations to promote the well-being of these children and their families. The Secretary supported creation of the new Department of Child Support Services and the effort to automate child support collections in a single statewide system as fundamental steps to effectively execute this responsibility.

As the Executive Sponsor of CCSAS, the Secretary is committed to the success of the development of the new statewide system. The Secretary is a voting member of the Committee, and will communicate the progress of the project to the Governor's Office, Cabinet Members, and others, as needed.

Executive Steering Committee

The voting membership of the CCSAS Project Executive Steering Committee includes the Project Owner, Project Agent, and Executive Sponsor's designee. The Project Owner will serve as the Committee Chair. The Executive Steering Committee approves the CCSAS baseline and major changes to the scope, budget, and schedule in the Advanced Planning Document (APD), as well as approves go/no-go decisions on the project. The Committee meets on a quarterly basis or at other times upon the call of the Chair. The Committee reviews, on a regular basis, project status, major risks, and major issues, including those raised by project management, external evaluators, and federal partners. The Committee is responsible for ensuring that major issues are resolved and major risks are mitigated. In addition, the Executive Steering Committee reviews and helps coordinate inter-governmental agreements that will be required to support CCSAS development and implementation efforts. Legal counsel from the respective organizations will be non-voting members of the Steering Committee.

Project Owner

The Director of DCSS is responsible for ensuring that the CSP is administered statewide in a uniform, efficient, and effective manner. As Project Owner, the Director is ultimately responsible for the success of the CCSAS Project and the business that it will support by defining the required functionality and support to be delivered by the CCSAS Project. The Director provides leadership for the ongoing governance structure and serves as Chair of the CCSAS Project Executive Steering Committee. The Director assumes the leadership role in communicating the CSP and CCSAS Project vision, goals, and priorities to all stakeholders, including federal and state oversight organizations and the beneficiaries of CCSAS. The Director also ensures that stakeholder interests are represented in the planning and execution of the project. The Director has final approval of the actual CCSAS solution or the components that will be implemented as a production system.

Project Agent

The Executive Officer of the FTB, serving as Project Agent, is responsible for the procurement, development, implementation, and maintenance of the single statewide automated system as defined by the Project Owner. The Executive Officer is a member of the ongoing governance structure and serves as a voting member on the CCSAS Project Executive Steering Committee. The Executive Officer also serves as executive liaison with the primary Business Partners engaged in the development and implementation of CCSAS. In this role, the Executive Officer is the signatory on contract terms and conditions for consulting, development, maintenance, and related services required for the implementation

of CCSAS. The Executive Officer has the authority to accept all contractual deliverables unless acceptance is reserved to the Project Owner.

Project Leader

Under the direction of the DCSS directorate (the Project Owner and DCSS Chief Deputy Director), the Project Leader serves as a business champion for the project. The Project Leader provides overall leadership for the CCSAS Project necessary to ensure the coordination and integration of all aspects of the project throughout its life cycle. The Project Leader has overall knowledge and responsibility to ensure integration of all of the program and project activities necessary to achieve CCSAS project success. The Project Leader exercises leadership authority over those responsible for the technical, system, and through the DCSS directorate, the business aspects of the project to bring together and orchestrate the numerous, varied, and complex project tasks.

The Project Leader reports to the DCSS directorate and exercises leadership and coordination of the CCSAS Project Director and DCSS Deputy Directors relative to the CCSAS Project. As the “business champion,” the Project Leader assures that the CCSAS Project embodies the DCSS business vision, goals, objectives, policies, and procedures as reflected in business requirements. In addition, the Project Leader recommends approval and acceptance to the Project Owner of certain significant project deliverables. These deliverables include key documents produced by the project as well as the actual system solution or components that are to be implemented as a production system. The Project Leader also reviews and approves the acceptance criteria for these deliverables. The acceptance criteria define the factors used to determine if the project deliverables are timely, contain the appropriate information, conform to designated standards, satisfy controlling statements of work, and meet the functional needs of the users of the deliverables. The Project Leader also coordinates and integrates project transition activities within the broader scope of the child support program.

The Project Leader integrates the technology and business aspects of the project and thus serves as the focal point for coordination and communication of the project activities and status.

Project Director

Under the direction of the Project Agent, the Project Director has direct responsibility for managing the procurement, development, implementation, and maintenance of the single statewide automated system. The Project Director develops project plans with measurable intermediate deliverables and ensures their timely completion. The Project Director provides timely reporting of project status and notification to the Project Leader and the Project Agent of any unplanned events that could impede scheduled completion. The Project Director reviews and approves the acceptance criteria for contract deliverables, and accepts

the deliverables on behalf of the Project Agent. Representing the Project Agent, the Director develops remedial plans of action as needed to ensure successful completion of the project; ensures all ongoing automation issues that may impact CCSAS are coordinated and resolved; and manages all activities of CCSAS Project and Business Partner staff to ensure completion of the project according to the overall Project Management Plan approved by the Project Owner. The Project Director will meet with, prepare reports for, and communicate project status through the Project Leader.

Independent Verification and Validation (IV&V)

As a federal requirement, the IV&V services consist of ongoing independent monitoring of California's child support automation efforts, which include both the CCSAS and the PRISM projects. IV&V provides a point-in-time assessment of the overall status and management of the CCSAS development effort and interim systems management, as well as technical reviews of the projects' software and hardware operation, performance, and documentation maintenance. IV&V is also conducting a review of the procurement effort and feasibility study of the CCSAS Project. IV&V services are performed in an oversight role, independent and separate from the day-to-day operations of the projects.

The IV&V activities are performed by a single provider under contract with a department independent of both DCSS and FTB. The IV&V contract is managed by the Health and Human Services Agency Data Center (HHSDC). IV&V reports of findings are provided to the federal Office of Child Support Enforcement (OCSE), HHSDC, CHHSA, FTB, and DCSS. Findings and their possible impacts are explained and categorized by level of concern. OCSE provides review, feedback, and guidance, including the ranking of each finding. Each finding is reviewed and addressed, and the Project Owner provides a formal response with attendant mitigation or resolution actions, as appropriate.

Contract Authority

Overall authority and responsibility for the California CSP lies with the Director of DCSS. The Director has full authority and responsibility for all business functions and outcomes including setting the strategic vision, approving business automation objectives, evaluating business results, and ensuring that program goals are met.

Consistent with the roles and responsibilities of the Project Owner and Project Agent, the Director expressly delegates responsibility and authority for procurement, development, implementation, and maintenance of the single statewide automated child support system (CCSAS) to the Executive Officer of FTB. This delegation is critical to the successful implementation of CCSAS and meets the intent of the California Legislature as expressed in AB 150.

This delegation establishes a specific relationship between DCSS as Project Owner, and FTB as the DCSS Project Agent. While performing activities under this delegation, the Project Agent will ensure open collaboration with the Project Owner. Both Project Owner and Project Agent will ensure that full and open communication exists between the parties.

Specific responsibilities of the Project Owner and Project Agent are defined and maintained in an Interagency Agreement between the parties consistent with this charter and in subsequent project plans that further define how the project will be procured, developed, implemented, and maintained.

Glossary of Terms

<i>Term</i>	<i>Definition</i>
<i>Administration for Children and Families (ACF)</i>	The federal agency that administers the national Child Support Program. ACF is a division of the Department of Health and Human Services (DHHS). The Office of Child Support Enforcement (OCSE) is an office within ACF.
<i>Advance Planning Document (APD)</i>	A written plan of action to request federal funding approval for a project that will require the use of automated data processing services or equipment. A different APD is required by the state's DOIT.
<i>Allocation</i>	1) The step in the distribution process pursuant to which a support payment is apportioned among several cases/children. 2) The process of distributing requirements, resources, or other entities among the components of a system or program.
<i>Automated System Objectives (ASOs)</i>	A set of objectives developed from the Project Charter Business Goals that describe desired capabilities of the statewide system.
<i>Best Practices</i>	A systematic process for evaluating the products, services, and work processes of organizations that are recognized as representing good working models for promoting organizational improvement.
<i>Business Goals</i>	The compilation of successful statewide policies, procedures, and guidelines that have as their goal the improvement and standardization of the CSP.
<i>Business Partner</i>	The prime entity contractually bound with the State of California to solve the CSP business problems consistent with the requirements described in the Child Support Enforcement Solicitation for Conceptual Proposal (SCP) or the State Disbursement Unit SCP.
<i>Business Process Models</i>	A graphical or textual representation of the major business functions within an entity and their decomposition into categories of processes within functions and subcategories of major processes.
<i>Business Requirements</i>	The set of required functional and technical capabilities of the system. Requirements may be derived or based upon interpretation of stated requirements to assist in

<i>Term</i>	<i>Definition</i>
	providing a common understanding of the desired operational characteristics of a system.
<i>California Central Registry (CCR)</i>	The unit within California State Department of Justice that is responsible for receiving, screening, and distributing incoming interstate cases, and for responding to inquiries on incoming interstate cases.
<i>California Child Support Automation System (CCSAS)</i>	Term defining the automated statewide child support enforcement system that must be operated in all counties and will include a Statewide Disbursement Unit (SDU), a State Case Registry (SCR), and other necessary databases and interfaces.
<i>CCSAS Project</i>	An information technology effort mandated by California law to procure, develop, implement, and maintain a single statewide automated system as executed by the Department of Child Support Services and Franchise Tax Board organizations.
<i>California Parent Locator Service (CPLS)</i>	The organization that provides locate services by obtaining information from sources such as the Federal Parent Locator Service, Department of Justice's Criminal History records, the Department of Motor Vehicles, the Employment Development Department, the Franchise Tax Board, and the Property Tax Exemption File.
<i>Case</i>	<p>1) A noncustodial parent, whether mother, father, or alleged father, a custodial party, and a dependent child or children. The custodial party may be one of the child's parents, or other relative or caretaker including a foster parent. If both parents are absent and liable or potentially liable for the support of the child(ren), each parent is considered a separate case.</p> <p>2) A reference to a participant's involvement in one or more court cases or aid cases (IV-A, IV-E, and XIX).</p>
<i>Case Member</i>	A participant in a IV-D case (i.e., a custodial party, non-custodial parent, and/or a child). A Case Member can be a participant in more than one case.
<i>Caseworker</i>	A person responsible for the management of IV-D cases.
<i>Child Support</i>	The amounts required to be paid under a judgment, decree, or order, whether temporary, final, or subject to modification, for the support and maintenance of a child or children, which provides for any or all of the

<i>Term</i>	<i>Definition</i>
	following: monetary support, health insurance coverage, arrears, and may include interest on delinquent child support obligations.
<i>Child Support Program (CSP)</i>	The program administered by the Department of Child Support Services, in cooperation with LCSAs, to locate parents, establish, enforce and modify child support orders, and collect and distribute child support.
<i>CSP Decision Makers</i>	State and/or local officials who have authority over the administration of some aspect of the CSP (e.g., DCSS management, Health and Human Services Agency officials, LCSA officials).
<i>Configuration Management</i>	A discipline applying technical and administrative direction and surveillance to identify and document the functional and physical characteristics of a configuration item, control changes to those characteristics, record and report change processing and implementation status, and verify compliance with specified requirements.
<i>Custodial Party</i>	The person having primary care, custody, and control of the child(ren) and who is/are receiving or has applied to receive services under Title IV-D of the federal Social Security Act (commencing with Section 651 of Title 42 of the United States Code).
<i>Deliverable</i>	Any measurable, tangible, verifiable outcome, result, or item that must be produced to complete a project or part of a project. Often used more narrowly in reference to a document that is subject to formal approval.
<i>Department of Child Support Services (DCSS)</i>	The department designated as the single state department responsible for operating the CSP.
<i>Disbursement</i>	The dispensing or paying out of a collection.
<i>Distribution</i>	The application of monies to specific accounts to determine the appropriate disbursement of monies.
<i>End-Users</i>	The individual or groups who will use the system for its intended operational use when it is deployed in its environment.

<i>Term</i>	<i>Definition</i>
<i>Federal Certification Requirements</i>	A set of automated system federal business requirements, which must be complied with by a state in order to receive enhanced funding and be eligible for certification that the automated system meets all criteria.
<i>Financial Institutions Data Match (FIDM)</i>	The process whereby information on non-custodial parents is electronically matched with financial institutions to locate accounts and assets for the collection of delinquent child support.
<i>Franchise Tax Board (FTB)</i>	The State of California income taxing authority designated as the Project Agent for the statewide automated child support system.
<i>Income Withholding Order</i>	“Income Withholding Order”, “assignment order,” “assignment order for support,” earnings assignment order,” and “wage assignment order” mean an order or legal process directed to an obligor’s employer, or other debtor of the obligor, to withhold from the income of the obligor an amount owed for support.
<i>Independent Verification and Validation (IV&V)</i>	An independent appraisal of a system’s development project, ensuring the right product is built, and built correctly.
<i>Interagency Agreement</i>	<ol style="list-style-type: none"> 1) An agreement between the Project Owner (DCSS) and the Project Agent (FTB) to procure, develop, implement and maintain a single statewide automated child support system. 2) An agreement between DCSS and other governmental agencies required to support CCSAS development and implementation efforts.
<i>Interjurisdictional</i>	Relations between two or more jurisdictions (i.e., separate entities with their own authority and power) to enforce child support orders and/or provide service to Case Members. Jurisdictions can include counties, other states, United States possessions, foreign countries, and/or tribal councils.
<i>IV-A</i>	Title IV of the federal Social Security Act, Part A, Block Grants to States for Temporary Assistance for Needy Families, codified at 42 U.S.C., Section 601, et seq.
<i>IV-D</i>	Title IV of the federal Social Security Act, Part D, Child Support and Establishment of Paternity, codified at 42, U.S.C., Section 651, et seq.

<i>Term</i>	<i>Definition</i>
<i>IV-D Fund Management</i>	A function that manages the finances and expenditures of the Child Support Program. This information is reported to OCSE on federal reports. This function also reconciles the collections trust fund.
<i>IV-E</i>	Title IV of the federal Social Security Act, Part E, Federal Payments for Foster Care and Adoption Assistance, codified at 42, U.S.C., Section 670, et seq.
<i>Judicial Council</i>	The California agency headed by the Chief Justice that administers the courts to ensure uniform policies and administrative requirements throughout the state court system.
<i>Local Child Support Agency (LCSA)</i>	The county office or department that has entered into a cooperative agreement with the California Department of Child Support Services to secure child, spousal and medical support, and determine paternity.
<i>Non IV-D</i>	A child support order not enforced by a Child Support IV-D office.
<i>Non-Custodial Parent (NCP)</i>	The parent of the child(ren) who may be or is obligated to pay child support.
<i>Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWORA)</i>	Welfare reform legislation that provides a number of requirements for employers, public licensing agencies, and financial institutions, as well as state and federal child support agencies, to assist in the location of non-custodial parents and the establishment, enforcement, and collection of child support. It amended the Social Security Act to increase federal automation requirements by requiring all states to establish and operate a State Disbursement Unit, State Case Registry, and New Hire Reporting program. PRWORA also mandated the development and implementation of two federal systems: the Federal Case Registry and the National Directory of New Hires.
<i>Pre-Statewide Interim Systems Management (PRISM) project</i>	The project responsible for ensuring existing local child support agency automation continues to support the activities of the child support program until the new single statewide system is available.
<i>Project Business Analysis</i>	A process to support the Business Goals and further refine the system capabilities scope by analyzing business processes with the user community.

<i>Term</i>	<i>Definition</i>
<i>Project Life Cycle</i>	The scope of the system or product evolution beginning with the identification of a perceived customer need, addressing development, testing, manufacturing, operation, support and training activities, and continuing through various upgrades or evolutions, until the disposal of the product and its related processes.
<i>Project Management Plan</i>	The planned application of knowledge, skills, tools and techniques to project activities necessary to meet or exceed stakeholder needs and expectations from a project.
<i>Project Scope</i>	A set of boundaries, defined by the CCSAS Project Steering Committee, CCSAS Project staff, and stakeholders that helps the project prioritize those elements that will be included in the automation effort.
<i>Quality Assurance (QA)</i>	<ol style="list-style-type: none"> 1) A planned and systematic pattern of all actions necessary to provide adequate confidence that an item or product conforms to established technical requirements. 2) A set of activities designed to evaluate the process by which products are developed or manufactured.
<i>Rider</i>	A section of a contract, usually an attachment, that contains subject matter specific terms not contained in the General Terms and Conditions portion of the contract. Subject matter topics may include: scope of services, compensation method, performance measures, project schedules, and equipment lists.
<i>Qualified Business Partners</i>	Potential Business Partners who have met pre-qualifying criteria based on past performance and who are permitted to participate in the SCP process.
<i>Risk Management</i>	The art and science of identifying, analyzing, and responding to risk factors throughout the life cycle of a project and in the best interest of its objectives.
<i>Software Quality Metrics</i>	A quantitative measure of the degree to which a software item possesses a given quality or attribute.
<i>Solicitation for Conceptual Proposal (SCP)</i>	The alternative procurement version of a Request for Proposal, provided to Qualified Business Partners, asking for proposals to partner with the CCSAS Project to design, develop, convert, test, implement, and maintain a solution to the existing system.

<i>Term</i>	<i>Definition</i>
<i>Stakeholders</i>	Individuals and organizations that are involved in or may be affected by CCSAS Project activities.
<i>State Disbursement Unit (SDU)</i>	The State Disbursement Unit collects and disburses payments under support orders in all IV-D cases, and in non IV-D orders that are subject to withholding in which the support order was initially issued or modified in the state on or after January 1, 1994.
<i>Third Parties</i>	Organizations (typically governmental) that are required to exchange case member and financial data with the Child Support Program.
<i>Undistributed Collections</i>	Payments that cannot be distributed for a variety of reasons.

EXHIBIT

CALIFORNIA CHILD SUPPORT AUTOMATION SYSTEM Goal Sets and Goals

GOAL SET 1.0 Increase Performance, Accuracy and Timeliness	
No.	Goal Description
1.1	Maximize state and local CSP performance as defined by established program service delivery requirements (e.g., best practices, performance standards, uniformity, and staffing ratios).
1.2	Maximize state CSP performance as defined by federal performance incentive criteria to optimize federal funding to the state.
1.3	Maximize state CSP performance as defined by federal case processing timeliness requirements to enable CSP staff to accurately establish and enforce orders and process payments within state and federal timeframes.

GOAL SET 2.0
Improve Service Provided to Case Members

No.	Goal Description
2.1	Increase ability of case members to review and update their pertinent case file information to enlist case member participation, and maximize performance.
2.2	Maximize the convenience and timeliness of the case intake process to enlist case member participation in obtaining complete information.
2.3	Maximize convenience and accuracy of service of process to enlist case member participation.
2.4	Maximize convenience of delivery of case-related documents to enlist case member participation.
2.5	Maximize the access and usefulness of case-related documents to enlist case member response and participation.
2.6	Increase timeliness, accuracy and convenience of problem and complaint resolution for case members to increase case member satisfaction.
2.7	Increase case member awareness of CSP services, and how those services are delivered.
2.8	Increase the ease and convenience for NCPs to make their payments.
2.9	Maximize opportunities to improve relationships among case members.
2.10	Ensure timely, accurate and convenient employer payment processing and allocation of payments for the custodial parties to reduce delays in payment delivery.
2.11	Maximize the convenience and accessibility of pertinent payment receipt and disbursement information to case members to increase their satisfaction.
2.12	Ensure the development of timely, accurate, and convenient problem and complaint resolution processes and procedures to increase CSP responsiveness to case members.

GOAL SET 3.0
Increase Caseworker Efficiency and Effectiveness

No.	Goal Description
3.1	Ensure that accurate, consistent, and current case information is readily available to state and local CSP staff to perform their jobs efficiently and correctly.
3.2	Maximize ease of access to the information necessary for the caseworkers to complete all case member functions and respond to case member inquiries.
3.3	Ensure that forms provided to caseworkers are uniform and contain accurate information so that the forms require minimum caseworker input
3.4	Ensure availability of all case information (including historical information) to any caseworker statewide to facilitate problem resolution with case members.
3.5	Maximize the ability of the caseworker to exchange accurate, pertinent case information to schedule actions with local legal staff to schedule and obtain timely legal action.
3.6	Reduce the time and cost to the state/local CSP of providing case-related information to case members.
3.7	Enable assignment of cases based on reasonable and equitable caseload standards.
3.8	Maximize simplification of the system to minimize errors and increase caseworker efficiency.
3.9	Ensure county to county collaboration to facilitate efficient case processing
3.10	Provide enhanced automation capabilities to streamline all functional areas (e.g., establishment, locate, and enforcement) and take or prompt the next appropriate action.

GOAL SET 4.0
Improve Data Quality, Privacy and Confidentiality

No.	Goal Description
4.1	Ensure timeliness, consistency, accuracy, and completeness of data maintained within the CSP to support data quality.
4.2	Minimize the capture and retention of data not required for conducting CSP processes.
4.3	Increase system and procedural safeguards and audit trails to prevent access to CSP data by unauthorized individuals internal and external to the program.
4.4	Increase system and procedural safeguards to prevent improper disclosure of data maintained within the CSP.
4.5	Reduce the effort that it takes to correct inaccurate or incomplete data within the CSP to protect individuals.
4.6	Reduce the effort that it takes to correct inaccurate or incomplete data disseminated to or accepted from Third Parties.
4.7	Increase system and procedural safeguards to prevent access to Third Party data by unauthorized individuals internal and external to the program.
4.8	Ensure sensitive case information is available to authorized CSP staff (e.g., case member with a history of violence).

GOAL SET 5.0
Enable Data-Driven Decision Making and Performance Measurement

No.	Goal Description
5.1	Ensure necessary statistical, financial, and program management information is available to all CSP decision-makers for timely and informed analysis of the impact of proposed federal and state mandates.
5.2	Ensure necessary statistical, financial, and program management information is available to all CSP decision-makers for timely and informed evaluation of the implementation of federal and state mandates.
5.3	Ensure necessary statistical, financial, and program management information is available to all CSP decision makers to enable them to evaluate problems identified by audits, advocacy groups, lawsuits, local agencies, case members, and others to stimulate state and local program improvement.
5.4	Maximize availability of statistical, financial, and program management information to all CSP decision-makers to enable them to identify and evaluate program improvement opportunities (e.g., best practices, demo projects).
5.5	Maximize availability of program management information to all CSP decision-makers enabling them to identify and evaluate state and local CSP operations to most effectively use existing resources (e.g., staffing levels and deployment, organizational structure).
5.6	Maximize availability of program management information to all CSP decision makers enabling them to identify and evaluate state and local CSP resource needs to support budgeting, staffing, and equipment acquisition decisions.
5.7	Ensure uniform statewide application of data definitions by all CSP staff for accurate reporting of federally required statistical and financial information.
5.8	Ensure uniform statewide application of data definitions by all CSP staff for accurate reporting of state-mandated statistical and financial information.
5.9	Ensure availability of standard statistical and financial data to support local CSP decision making and performance monitoring.

GOAL SET 5.0
Enable Data-Driven Decision Making and Performance Measurement

No.	Goal Description
5.10	Ensure availability of financial information necessary for managing CSP financial processes.
5.11	Ensure availability of statistical, financial, and program management information and tools to support monitoring of local CSP operations.
5.12	Ensure availability of statistical, financial, and program management information to support state and federal audits.
5.13	Ensure availability of management reports for monitoring and evaluating employee, office/unit, and program performance.
5.14	Increase availability of statistical information to the community at large.

GOAL SET 6.0
Improve Employer Relationships

No.	Goal Description
6.1	Ensure that data (e.g., case member and income withholding order related data) transmitted from the CSP to employers is accurate, timely, and consistent to reduce employer workload.
6.2	Ensure that employers have an easy and convenient way to send employee remittance data to the state CSP to facilitate timely payment processing by the state.
6.3	Maximize the accuracy and consistency of employee/employer data sent from employers to the state CSP to eliminate payment-processing errors.
6.4	Minimize the number of input points required for employers to submit employee non-remittance data (e.g., employment verification and medical/health insurance), thereby increasing the efficiency of employer interactions with the CSP.
6.5	Ensure that employers can send payments (i.e., remittance data) to a central location to facilitate timely payment processing by the state CSP.
6.6	Ensure that multiple income withholding order information sent to employers by CSP simplifies their efforts to comply with payment submission requirements.
6.7	Maximize convenience, speed and accuracy of interactions between CSP and employers to facilitate timely response to questions and problem resolution.
6.8	Ensure timely and accurate communication of program changes through outreach and education to facilitate employer compliance with CSP requirements.
6.9	Minimize the number of employer contacts by fully utilizing existing Third Party data resources.

GOAL SET 7.0
Improve Financial Institution Relationships

No.	Goal Description
7.1	Maximize the ability for financial institutions to comply with state and federal financial data matches for locating assets.
7.2	Maximize the ability for financial institutions to comply with liens and levies so that the institutions can respond timely.
7.3	Maximize SDU reconciliation and accounting capabilities for exchanging data with financial institutions to facilitate cooperation.
7.4	Maximize ease and convenience for financial institutions to get answers to questions and resolve issues to facilitate cooperation.
7.5	Maximize ease and efficiency of SDU cashiering and disbursing function between state and financial institutions so that the state can expedite payment to the CP.
7.6	Ensure timely and accurate communication of program changes through outreach and education to facilitate financial institution compliance with CSP requirements.

GOAL SET 8.0
Ease Impact of Centralized Collection and Distributions on Non IV-D Population

No.	Goal Description
8.1	Ensure timely, accurate, and convenient employer payment processing and allocation of payments for the non IV-D population to reduce delays in payment delivery to custodial parties.
8.2	Maximize the convenience and accessibility of pertinent payment receipt and disbursement information to non IV-D payer and payees to increase their satisfaction.
8.3	Ensure the development of timely, accurate and convenient problem and complaint resolution processes and procedures to increase CSP responsiveness to the non IV-D population.
8.4	Maximize accessibility of timely and accurate payment and disbursement information to Caseworker to facilitate complaint resolution for non IV-D population.
8.5	Maximize convenience for collection of payment processing information from the non IV-D population to facilitate payment processing.
8.6	Ensure timely and accurate communication of program changes through outreach and education to facilitate compliance with CSP requirements.

GOAL SET 9.0
Improve Centralized CSP Operations Effectiveness and Efficiency

No.	Goal Description
9.1	Ensure that state CSP staff has access to the tools and case member and financial information to support consistent best practices in statewide operations.
9.2	Ensure that state level CSP staff has necessary tools and case member, and financial information to support local operations and customer service.
9.3	Ensure effective levels of technologies and resources to support centralized automation and improve the timeliness and quality of CSP processing statewide.
9.4	Minimize the pool of undistributed collections statewide to increase disbursement to families.

GOAL SET 10.0
Improve Third Party Interactions

No.	Goal Description
10.1	Minimize duplication of case member and financial data exchanged in interfaces with Third Parties to avoid confusion and inaccuracies in data reconciliation.
10.2	Maximize efficiency and timeliness of case member and financial data exchanges in interfaces between CSP and Third Parties to capture and provide up-to-date information.
10.3	Maximize the use of verification processes that ensure the accuracy of data exchanged in interfaces between CSP and external interfaces.
10.4	Ensure a complaint resolution process exists between CSP and Third Parties that exchange data with CSP through interfaces to enable CSP to identify, resolve, and correct problems.
10.5	Ensure a complaint resolution process exists to quickly identify and correct interface data exchange problems experienced by local agencies.
10.6	Ensure that there is one location in the state for Third Parties to send payments (e.g., intercepts) and supporting case member and financial data for timely, efficient, and accurate processing.

GOAL SET 11.0
Improve Interjurisdictional Case Processing Effectiveness and Efficiency

No.	Goal Description
11.1	Maximize ability for caseworkers to exchange interjurisdictional case member information to achieve timely and accurate case processing.
11.2	Ensure that CSP has an easy and convenient way to exchange remittance data between jurisdictions to facilitate timely payment.
11.3	Maximize the convenience, timeliness, and accuracy of interactions between CSP and other jurisdictions to facilitate response to questions and problem resolution.
11.4	Increase the ability of CSP to respond to Administrative Enforcement Interstate (AEI) requests from other jurisdictions to improve collections.
11.5	Minimize CSP's acceptance of inaccurate information from other jurisdictions.

GOAL SET 12.0
Improve CSP Interactions With Courts/Judicial Council

No.	Goal Description
12.1	Maximize the ability of the CSP staff to exchange accurate and pertinent case information with the courts to schedule court dates and obtain timely legal action.
12.2	Increase the effectiveness and efficiency of filing legal documents to establish, modify, and enforce support for case members.
12.3	Maximize the ability to timely and accurately accept court order related data for the Support Order Registry.
12.4	Ensure CSP's usage of standardized Judicial Council forms to facilitate consistent case processing statewide.
12.5	Minimize the impact of local court rules on the CSP through outreach and education to facilitate uniform case processing statewide.

GOAL SET 13.0
Meet Federal Requirements

No.	Goal Description
13.1	Ensure that the CSP implements a statewide automated system that meets federal certification requirements.
13.2	Ensure that the CSP implements a federally approved State Disbursement Unit (SDU).
13.3	Ensure that CSP operations, which may be subject to audit, are compliant to avoid federal sanctions against the state.